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12 March 1964

**MEMORANDUM FOR: Deputy Director/Intelligence**

**SUBJECT : Collection Guidance Staff**

**Ray:**

Attached is a draft of a memorandum which proposes a compromise solution on CGS. For your ears only, I feel much more strongly about the CGS shopping list than I indicated here. For your information, attached is my check list on the items that J. J. proposed. You will see how few of them were acceptable--even to me--and had I been an operating unit, I am not sure but that I would have taken the same attitude as DD/S&T did take. I think the shopping list was most ill-advised, ill-considered and ill-timed.

However, I am still a firm believer in the centralization of requirements and in CGS. I think we can recoup and start again on a more modest basis and win friends and influence by doing a good job. I would appreciate it if you would go over this at your early convenience and then talk to me about it, and perhaps then we can have a summit meeting.

Lyman B. Kirkpatrick  
Executive Director

**Attachment**

LBK:drm

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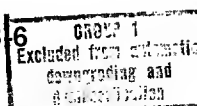
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**EXECUTIVE DIRECTOR'S COMMENTS ON 31 DEC 1963  
'CGS SERVICES FOR DD/S&T'**

- I. A.
  1. Hortative.
  2. No - unless asked.
  3. Not in charter.
  4. Words.
  5. See #3.
  6. OK as an internal function.
  7. OK - if collectors willing.
  8. OK - if DD/S&T wants it.
- B.
  1. OK as a DD/I function.
  2. Why - this is a DD/P job.
  3. If DD/S&T wants it.
- C.
  1. Tasking is Agency SIGINT Officer responsibility.
  2. Ditto.
  3. Ditto.
  4. A SPINT responsibility.
- D.
  1. Tasking goes beyond CGS charter.
  2. Staff support to COMOR perhaps.
  3. For the DD/I.
  4. If DD/S&T asks.
  5. If DD/I wants to channel OSA this way, he can.
  6. OK.
  7. For information only.
- E.
  1. Support to DD/I.
  2. If requested by DD/S&T.
- II. A.
  1. "For handling emergency requirements for DD/I, or upon request for DD/S&T."
  2. OK.
  3. If requested.
- B.
  1. OK.
  2. OK.
  3. Where Security doesn't preclude.
  4. Ditto.
  5. OK.

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31 December 1963

CGS Services for DD/S&T

I. Collection Guidance

A. General

1. Maintenance of a single, unique center, knowledgeable of all collection capabilities available to Agency components and to other parts of the community.
2. Placement with best-suited collectors of the needs of DD/S&T-chaired committees and groups; GMAIS, JAFIS, SIC, FMSAC.
3. Assistance in matching of substantive needs with operational research and development.
4. Providing knowledgeable mechanism for the dissection of complex requirements problems and the assignment of their parts to appropriate collectors.
5. Provision of means for integration of DD/S&T substantive interests into intelligence planning processes, such as the development of FNIO's, their revisions and supplements, the IPC List, etc.
6. Systematic evaluation of collection performance and responsiveness.
7. Central facility for bringing together collectors, analysts and others in specialized working groups on collection problems.
8. Monitoring the status of all DD/S&T requirements through Requirements Registry and stimulating action thereon.

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B. Human Resources

1. Tasking assets of DIA, State, ☐ DD/P
2. Development of agency positions and representation on items before IFC and its subcommittees.
3. Integrate DD/S&T needs into the ☐

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C. SIGINT

1. Tasking assets of NSA, FI/D for substantive COMINT requirements.
2. Development of agency positions and representation on substantive matters before SIGINT Committee and its subcommittees.
3. Representation on certain substantive matters at NSA through INAL.
4. Support of the CIA SIGINT Officer on policy and security matters.

D. Reconnaissance

1. Tasking assets of ARO, JRC, NPIC and others, eg. US Navy ☐
2. Development of agency positions and representation on items before COMINT and its subcommittees.
3. Liaison and substantive support for analysts with NPIC elements.
4. Assisting in handling of S&T contributions to 3rd Party briefings.
5. Assisting CIA relations with DD/I elements.
6. Support of UICER Targeting Working Group.
7. Review of JRC Activities Pack.

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E. CCPC

1. Development of agency positions and representation on items before CCPC and its subcommittees.
2. Integration of ID/S&T needs in programs and projects under the purview of CCPC.

II. Operations Center

A. Urgent Collection

1. Provision on a 24-hour basis of facilities for tasking collection assets.
2. Provision around the clock of quick and controlled channels to JCS (JMC3), State (Op Cen), and NSA (Command Center) and their facilities world-wide for prompt responses to urgent info needs.
3. Provision of facilities for ad hoc special task forces drawn from the Intelligence and other directorates to handle major crises or prolonged serious situations.

B. Current Information Access

1. On US force deployments and capabilities
2. On US contingency plans and certain policy papers.
3. On status of US collection assets and capabilities in critical situations or areas.
4. On status of reconnaissance and other military and clandestine collection programs.
5. On current developments in critical situations on both sides of the problem.

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